



# Analysis of Employee Work Discipline at the Head Office of PT Semen Tonasa, Pangkep Regency: A Study Based on Organizational Behavior and Motivation Theory

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**ABSTRACT**

Employee work discipline can be measured by several indicators. Employee work discipline at the Head Office of PT Semen Tonasa has not been implemented well. This study aims to determine: (1) What is the level of employee work discipline at the Head Office of PT Semen Tonasa, Pangkep Regency. (2) What obstacles are faced in implementing employee work discipline at the Head Office of PT Semen Tonasa, Pangkep Regency. The research method used was descriptive. The sampling technique used was saturated sampling, where the entire population was sampled, with 32 samples. Data were measured using a Likert scale, and data collection methods included observation, questionnaires, and interviews. Data analysis used was quantitative analysis supported by qualitative analysis, and data processing used a frequency distribution table. Based on the research results, it shows that employee work discipline at the Head Office of PT Semen Tonasa, Pangkep Regency can be categorized as "Not Good". Unlike previous studies that often focus on general aspects of employee discipline, this research highlights the specific challenges of discipline implementation in a large state-owned enterprise context, offering an in-depth case study in Indonesia's cement industry. The novelty of this study lies in its integration of quantitative and qualitative approaches to identify not only the level of discipline but also the structural and managerial obstacles that hinder its effectiveness. This provides a more comprehensive understanding of work discipline dynamics in highly regulated organizations. Based on the conclusions of this study, the author recommends that employees in the Human Capital Operations division of the Head Office of PT Semen Tonasa, Pangkep Regency, comply with and pay attention to all regulations set by the company to maintain discipline in their work. Furthermore, the Head of Human Capital Operations at the Head Office of PT Semen Tonasa, Pangkep Regency, should increase supervision and attention so that employees are more motivated and responsible for their work.



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## INTRODUCTION

In an increasingly competitive business climate, companies are required to improve performance through human resource management. Work discipline is a crucial factor influencing organizational productivity. Disciplined employees not only comply with company regulations but are also able to complete work on time, consistently attend work, and utilize work time optimally.

Previous studies have emphasized that work discipline is strongly linked to organizational effectiveness, employee motivation, and leadership style (e.g., [Author, Year]; [Author, Year]). However, much of the existing literature tends to focus on general manufacturing industries or small-scale organizations, with limited attention given to large state-owned enterprises in developing countries. Moreover, several scholars argue that discipline is often studied only as a compliance issue rather than as a multidimensional construct shaped by organizational culture, managerial practices,

and employee perceptions (e.g., [Author, Year]). This gap indicates the need for more context-specific investigations that critically examine how disciplinary challenges manifest in complex organizational structures.

However, initial observations at PT Semen Tonasa Head Office indicated disciplinary violations, such as late arrival, late start of activities, and employees leaving early. By situating this case study within the broader discourse on organizational behavior and discipline, this research not only identifies the level of employee discipline but also provides insights into the structural and managerial barriers that differentiate it from prior studies. Therefore, this study contributes to the literature by offering a nuanced analysis of work discipline within Indonesia's cement industry, where regulatory frameworks and organizational hierarchies create unique dynamics compared to previously studied contexts.

## RESEARCH METHODS

This study uses a descriptive method with a quantitative approach supported by qualitative analysis. The study population was all 32 Human Capital Operational employees at PT Semen Tonasa Head Office, using a saturated sampling technique. Data collection was carried out through: (1) observation, (2) questionnaires with a Likert scale, and (3) interviews.

The quantitative data obtained from questionnaires were processed using a frequency distribution table to identify patterns and trends in employee work discipline, such as punctuality, compliance with regulations, and effective use of working hours. Meanwhile, the qualitative component—derived from direct observations and semi-structured interviews—was used to provide contextual explanations behind the numerical findings. For example, interviews with employees and supervisors allowed the researchers to uncover reasons for late arrivals, lack of supervision, and motivational challenges that could not be fully captured by survey responses. Thus, the qualitative insights served to validate, interpret, and enrich the quantitative results, ensuring a more comprehensive understanding of the discipline issues. By triangulating both types of data, the study enhances the credibility of its findings and addresses the complexity of organizational behavior that purely quantitative methods might overlook.

## RESULTS AND DISCUSSION

The research results show that the work discipline of employees at PT Semen Tonasa's Head Office is still classified as "Poor." This is evident from several indicators:

Punctuality of Entering the Office: the majority of employees are often late in arriving, Utilization of Working Time: some employees still use working time for non-productive activities, Overtime and Completion of Work: many employees have to work overtime because the work is not completed according to the specified time, Attendance: there are still employees who are absent even though the number is relatively small, Punctuality of Leaving the Office: some employees go home earlier than the specified time.

### Poor Work Discipline at PT Semen Tonasa



The main obstacles to implementing discipline are weak leadership oversight, tolerance for rule violations, and low employee motivation and awareness of the importance of discipline. These findings align with Hasibuan's (2019) theory, which states that leadership role models, supervision, and firm sanctions are the main factors in enforcing discipline.

**Table****Table 1. Conclusions from Work Discipline Indicators**

No	Indicator	Response					Amount	Average Score
		Very good	Good	Not good	Not good	Very Bad		
1	Punctuality in Coming to the Office	1	4	6	9	12	32	2.15
2	Punctuality in Starting Work	0	7	13	4	8	32	2.59
3	Time Utilization Work	4	3	13	5	7	32	2.75
4	No Overtime Work	7	2	8	5	10	32	2.71
5	Absenteeism Rate	7	0	12	5	8	32	2.78
6	Punctuality in Completing Work	0	9	12	4	7	32	2.71
7	Punctuality in Coming Home from the Office	7	0	12	5	8	32	2.78
<b>Total</b>		<b>26</b>	<b>25</b>	<b>76</b>	<b>37</b>	<b>60</b>	<b>224</b>	<b>18.47</b>
<b>Percentage</b>		<b>11.6%</b>	<b>11.2%</b>	<b>33.9%</b>	<b>16.5%</b>	<b>26.8%</b>	<b>100%</b>	<b>2.63</b>

## CONCLUSION

This study concluded that employee work discipline at the PT Semen Tonasa Head Office in Pangkep Regency remains in the "Poor" category. This is influenced by late arrivals, poor utilization of work time, and late completion of work. Beyond identifying these weaknesses, the study highlights the need for structured managerial interventions. First, the Human Capital Operations division should implement a more consistent monitoring and reward–punishment system to encourage punctuality and accountability. Second, periodic training and motivational programs are recommended to strengthen employees' awareness of the importance of discipline for organizational performance. Third, leadership engagement must be increased through closer supervision and direct feedback, ensuring that employees perceive discipline not only as compliance but also as part of professional responsibility. Finally, future research could expand by integrating comparative analysis with other state-owned enterprises to develop a broader framework for understanding discipline in similar organizational contexts. These recommendations provide practical steps for management while also contributing to the literature on organizational behavior and employee discipline in developing country settings.

## CONFLICT OF INTEREST

This article has undergone an independent and objective peer review process. The editors responsible for this article were not involved in the previous publication with the author, and to maintain independence, the peer review process was carried out by another editor who is not directly connected with the author.

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